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19 February 1960

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Cartography Division,
ORR

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Dear

In this letter I wish to express some thoughts concerning this assignment which will be of interest to you both. Some points I make may be debatable; I admit it. I believe, however, that the descriptions of situations are true and fair. I do not intend them to get publicity at this time. I merely want you both to be made aware of these particular aspects before Dick leaves, and before my end-of-tour report is written later on. Also, a certain amount of good will result from the mere reduction to writing my thoughts. They thereby become much clearer to me, if to no one else.

The separate points under discussion are:

a. The struggle by St/I to get both slots here, and the reasons for its lack of success.

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b. The very great power the [redacted] - Satellites exercises in the [redacted]

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c. Changes in the job which are desirable for the Program and to D/OC.

d. Advantages in varying past procedures in making the "cartographic tour".

a. St/I has never made a secret of the fact that it wants both slots here. The latest of several manifestations was in the tour report of their past representative to [redacted]

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Their attempts to get it have failed, so far. A prime reason for the failure is [redacted] expressed desire to leave unaltered the present Requirements Officer/Cartographer balance. No one would argue that St/I should furnish a member. [redacted] has every

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justification in wanting a cartographer member, as well. After all, maps and locative data are basic to the entire [redacted] concept. A corollary circumstance, I suspect, is that he has been more than

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pleased with the people D/OC has furnished him. Even [redacted] a very blunt [redacted] told him that, if the separate pairs of members were lined up, he would always have chosen as his colleague the one who was in fact his colleague, from [redacted] down to me.

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Also, how much the Program benefits from fresh minds. Speaking from my own experience, I was able simply through my ignorance to ask the most embarrassing questions during my stay in St/I about why certain things were necessary and why other things were not done. Many of the changes which were made in the recent overhaul of the Satellite side were conceived while discussing these questions. The overhaul of the USSR side resulted largely from the likewise fresh mind of [redacted] who spent about three weeks the year before last [redacted] asking similar embarrassing questions.

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I am under the impression that the present format of the USSR journey briefs came right out of D/OC. I am positive that there is very little of both the content and the format of the Satellite stuff which did not come from Hank, Warren or me.

Even disregarding the advantage to the Geographic part of ORG of having a slot here, experience alone proves that a cartographer can make a very great contribution to the whole [redacted]

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b. The organization of [redacted] is an interlocking one of many separate components. In schematic form it looks like an hourglass turned on its side. In one bell are the contributors, and in the portion of the bell closest to the constriction is the Washington Coordinator and his Standing Group. In the other bell are the foreign posts, with [redacted] occupying a position close to the point of constriction. At the very point of narrowest constriction are the two [redacted]

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Through them and of them come policy-setting correspondence, precedents, complaints, ideas, on their separate areas. The Satellite member takes with his own hands the documents published in the name of [redacted] In them he embodies working policy, such as design, and his interpretation of general policy, such as appropriate intelligence categories. The [redacted] thus speaks with the strongest voice and acts with the most might of any individual on his side of the entire program. (Excepting their unique ability to re-allocate manpower, I would include the two [redacted]. He probably exercises a power out of all proportion to what was originally intended for him. The cartographer practically runs a program in which he has had no practical experience and in which he will remain for little more than two years.

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On the face of it, this paradox seems a not healthy situation. Healthy or not, the facts are, a) there is no ready alternative solution, b) there are no outstanding administrative problems on the [REDACTED], c) the existence of the situation described above makes the job all the more challenging and interesting, and d) I personally preferred it that way.

e. The USIB puts little of its effort on the Satellites. The trend is towards even less. St/I's lack of the manpower necessary to maintain any semblance of a schedule in submitting Satellite material is merely a reflection of policy.

Poland and Czechoslovakia are the only two Satellites in which an appreciable amount of traveling is being carried on. It is questionable whether annual revisions of the questionnaires on the other countries are necessary. If the two major countries were revised annually, and the four minor ones biennially, a sizeable bloc of time would become available for a new kind of work. In a word, China!

The USSR Section is technically responsible for China under present arrangements. It gets little or no play from them due to the armfull the USSR is. If there is any justification in increasing the amount of activity on China, this section has both the expertise and the capability to cope with it, with no increase in staff. I suggest the Geographic Area develop this thought so far as its own interests are concerned. Who could do work on [REDACTED] better than someone from our Far East Branch? I have raised the point with [REDACTED] He agrees it is worth giving thought to. 25X1X4 25X1X7ze

25X1X4 d. In this job one is completely divorced from outside stimulation in the cartographic field. I put my energy into giving [REDACTED] material a "new look". Perhaps you will shake its teeth again, Dick, or perhaps you will work over some other aspect, such as the Course, or China. Realising how the lack of stimulation can make one procrastinate in developing cartographic knowledge, I suggest that you consider planning your "cartographic tour" even now. If I could do it all over again, I should split my interests and have seen every cartographer in Europe of any consequence. This is easily done, for the cost is not really very much. By combining carto trips with four of the five regularly scheduled, already-budgeted, trips to Germany, little more than per diem is involved. Also, you will get a deal more out of it, than our predecessors, who have taken it in one large, concentrated dose. 25X1X4

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e. On the tour itself, Dick, you will develop your own attitude towards your job, your colleagues and allies, and the worth of your activities. Whatever they prove to be, your perspective will be increased, your vision broadened and your whole life enriched simply from being here. I would not exchange my experiences for a large amount of money. I predict the same feeling for you in 1962.

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